

**City of Miami Beach - City Commission Workshop
Commission Chambers, 3rd Floor, City Hall
1700 Convention Center Drive
January 8, 2004**

[Click on back arrow to return to Main Menu](#)

Mayor David Dermer
Vice-Mayor Jose Smith
Commissioner Matti Herrera Bower 3:17:34 p.m.
Commissioner Simon Cruz
Commissioner Luis R. Garcia, Jr.
Commissioner Saul Gross 3:17 p.m.
Commissioner Richard L. Steinberg

City Manager Jorge M. Gonzalez
City Attorney Murray H. Dubbin
City Clerk Robert E. Parcher

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Times based on the digital recording in the T.V. Control Room.

Cultural Affairs Strategic Planning Workshop

Meeting called to order at 3:16:20 p.m.

Mayor Dermer welcomed and wished everyone a Happy New Year. He stated that the City of Miami Beach has a long tradition of commitment for the cultural arts. The purpose of this workshop is to explore the best ways to handle future objectives and goals. The City's commitment is very strong and solid because the cultural arts truly make Miami Beach a great and unique place to visit. Studies have shown that there is an empirical link between the cultural arts and tourism, and this is a strong benefit to residents.

Jorge Gonzalez, City Manager, stated that about three years ago, an extensive review of the City's operations was performed to determine where the attention should be focused organizationally. He explained that one of the important areas to focus on was tourism and culture, and in ensuring that the City is getting the best return on its investments. He stated that the cultural and tourist amenities available make the City of Miami Beach an attractive place to visit for the "high end" travelers. In recognizing what the future holds and in utilizing those resources available, the Tourism and Cultural Development Department was created under the direction of Donna Shaw, to make those two aspects of culture and tourism work cohesively; thereby getting the best of the City's investments. He added that Ms. Shaw has spent the last ten months evaluating, researching, conducting studies and meeting with people in trying to develop the City's strategy. He stated that the mission statement of the City is to develop Miami Beach into an innovating, cultural-tourism mecca. The City has invested significantly in the arts, but today's discussion should not be on the dollar amounts. He would like an affirmation that the direction the Administration is taking is the direction the Commission wants. Ordinances will be coming forward on structural changes to the City's advisory boards as a result of these discussions. He stated that there will be another workshop next month to discuss dedicated sources of funding to the arts and the Quality of Life Funds.

Donna Shaw, Tourism and Cultural Development Department Director, gave a brief presentation.

Nancy Liebman, Vice Chair of the Miami Beach Cultural Arts Council (CAC), stated that there has never been a workshop for the arts held before, and she is proud of this Commission for doing so and proud to be representing the CAC. She urged the City Commission to fill the vacancies in the committee at the meeting of January 14, 2004, and requested that the business community be considered for these appointments.

Donna Shaw, Tourism and Cultural Development Department Director, introduced Steven Wolff.

Steven Wolff, President of AMS, Planning and Research, briefly explained the studies conducted and presented his recommendations.

Donna Shaw, Tourism and Cultural Development Department Director, stated that the studies conducted identified ideas and issues presented by the community that the City's staff needs to look at resolving. Some of the ideas formulated fall within the following three categories:

1. Establish better information exchange - communication is critical.
2. Public policy - work towards integrating the cultural vocabulary into the consolidated plan that the City has in existence. Restructure the Miami Beach Cultural Arts Council and any other cultural boards that are now working outside a relationship with each other. The various boards need to come under a common strategy and marketing plan.
3. Meeting the needs of the community.

These are some examples of what needs to be done:

- A. Develop a marketing cooperative program to improve communications - develop a cultural newspaper with calendar of events to be distributed to all anchors, visitors information centers and distributed to the residents via e-mail or available on the City's website.
- B. More effective use of technology to centralize arts, cultural and tourism information - expand the internet usage to allow on-line ticketing, which will develop a database of customers as they start ordering tickets from their computers.
- C. Develop a cultural awareness program on Government Cable Channel 20 and other Cable Channels.
- D. Work in partnership with our Economic Development Office and institute an economic impact study every three years. The City is looking for the private sector as partners.
- E. Adjust the composition of the CAC - the City needs to partner with Miami-Dade County Department of Cultural Affairs in an annual board orientation/training process where any new member for any board can be trained.
- F. Open the Byron Carlyle Theatre and the Colony Theatre with strong professional facilities management team, and identify grant programs to use as an incentive for groups to perform there. Explore opportunities to use culture as the summer development project.
- G. Develop a children's educational program - expand the artist in residence program to be inclusive of a theater residence company over the summer.

H. Implement a theatre residence company - develop cultural performances.

Mayor Dermer asked what is being done to heighten the awareness of nourishing culture in the community.

Jorge Gonzalez, City Manager, stated there are some key questions as it relates to the Miami Beach Cultural Arts Council (CAC) becoming a true advisory board for all aspects of the arts, and allowing the professional staff to help direct the grant process and improve the communication between the City Commission, the CAC, the stakeholders, user groups and our residents. There are some questions relative to the facilities and their management. The Administration is working on recommendations to present to the City Commission on the management of the Byron-Carlyle and the Colony Theatres once they open.

Vice-Mayor Smith asked for specific examples of how this change to the CAC becoming an advisory board will impact other boards and events.

Donna Shaw, Tourism and Cultural Development Department Director, stated that the change is not as much with other boards as it is with what the CAC has deviated from their purpose since 1997. She explained that the focus seemed to be on the grant process, which could be handled by City staff so they can focus on policy issues, such as facility management and event boundaries in the Cultural Campus. Basically the CAC could provide ideas above and beyond the grant process.

Vice-Mayor Smith asked to explain what would be the relationship, for example, between the CAC and Art in Public Places.

Nancy Liebman, Vice Chair of the CAC, stated that the CAC had been focusing on grants, and now there is a full department with staff that can handle other functions.

Mayor Dermer asked what would be the jurisdiction of the CAC under this new concept.

Jorge Gonzalez, City Manager, explained that there will still be an Arts in Public Places Board and will still function as it does now. At the next City Commission meeting on January 14, 2004, there will be an ordinance revision to this board which greatly enhances that program. He explained that they are not eliminating the program or making the CAC take over that function. As Vice Chair Nancy Liebman stated, the CAC had developed primarily into a granting agency. What is being suggested is that the CAC have three primary focuses; 1) the communication link between the City Commission, the CAC and the stakeholders, 2) advisors on public policies in reference to art and culture, and 3) advisors on product developments at all facilities. He emphasized that the most important function of the CAC would be advising the City Commission on policies for cultural activities relative to Miami Beach.

Mayor Dermer asked if the CAC will act as a "clearing house" that will inform and advice the City Commission.

Jorge Gonzalez, City Manager, stated that just like all zoning matters go to the Planning Board, all cultural issues would automatically go the CAC to seek advice. He added that the CAC will help the City set up the guidelines, for example, for the use of facilities, and the Administration will implement those guidelines and the specifics would be presented to the City Commission for approval. He further stated that an ordinance will be presented to the City Commission with the changes of the functions of the CAC.

Mayor Dermer asked for suggestion from the public.

Roger Abramson, CAC member, spoke.

Commissioner Cruz asked if the proposed idea is to have Administration determine the amount of grant funding, while the CAC serves as the policy board for direction.

Donna Shaw, Tourism and Cultural Development Department Director, stated that the CAC staff will continue to be involved in the grant process, but with additional staff members this responsibility becomes lighter, which allows other members to get more involved in larger issues. She added that the department likes the diversity and the public input.

Jorge Gonzalez, City Manager, stated that Administration wants to place a distinction between policy and implementation, since the City has the staff to do so now.

Commissioner Steinberg asked the Legal Department if this can be done under the ordinance.

Raul Aguila, First Assistant City Attorney, stated that legally in terms of ordinance amendment, nothing has changed; however, they would necessitate a legal effect of change in the ordinance and grant process.

Jerry Libbin, from the North Beach Development Corporation, spoke.

Commissioner Gross stated that elevating the CAC to a policy role citywide is a good idea. The development of a strategic cultural plan done by cultural leaders in a board set up is also a good idea, and would be an asset to the Commission. He added that the CAC could play an invaluable part as advisory board and endorses the idea of having a planning board for culture.

Dr. Roland Kohen, CAC member, spoke.

Sidney Brien, President, Organization Advancement Associates, spoke.

Vice-Mayor Smith stated that he read a comment and he got the impression that because South Beach is the epicenter of art and culture in the area, the focus should be to concentrate there, and stated that Middle Beach and North Beach residents would like to take part in this as well.

Commissioner Bower asked if the residents have been taken into consideration in reference to the venues and how would the board address the issue of diversity in the City of Miami Beach and serve the community at the same time.

Jorge Gonzalez, City Manager, stated that the CAC would need to develop that, but they need to communicate with the production and stakeholder groups, and meet the patron's and user's needs; then once developed, Administration would implement.

Diane Star Heller, CAC member, spoke.

Ada Llerandi, CAC member, spoke.

Mayor Dermer asked what the City is doing to stimulate philanthropic contributions for the arts.

Donna Shaw, Cultural and Tourism Department Director, stated that they are being aggressive with fund raisings and by aggressively looking for grants and for opportunities to partner with the private and corporate sectors.

George Neary, Director of Cultural Tourism at the Greater Miami Convention and Visitor's Bureau, spoke.

Mayor Dermer asked Mr. Neary if the City should include in the contract negotiations with the Bureau a set amount of money for cultural marketing.

George Neary stated that he does not think it should be a dollar figure, but it should be encouraged to make it a priority of the Bureau.

Nancy Liebman spoke as a member of the public.

Commissioner Cruz asked about the operational deficit at the Colony Theater and asked who was picking up the tab.

Jorge Gonzalez, City Manager, informed the City Commission that a preliminary analysis of revenues and expenditures at the Byron Carlyle anticipated operating losses. He explained that SMG will not defray costs; only operate the facility.

Commissioner Cruz asked if SMG is the ideal entity to run this theater.

Jorge Gonzalez, City Manager, stated that it depends on who SMG will hire and added that the Administration has not decided yet who the ideal company to operate the facility is.

Doug Tober, General Manager, SMG, spoke.

Commissioner Gross stated that an RFP should be issued to see who is interested in managing a smaller facility. He suggested that is better to have the operator report directly to the City instead of reporting to SMG and then SMG reporting to the City.

Mayor Dermer requested the Administration to prepare an LTC with a variety of options to see what will be the most efficient option for the management of Byron Carlyle and the Colony Theatres. **Donna Shaw to handle.**

Patrick O'Shea spoke.

Meeting adjourned 5:17:29 p.m.

Handout or reference materials:

- 1) Report Number One – City of Miami Beach: Arts and Cultural Destination – Assets and Problems; Report Number Two – City of Miami Beach: Private Support For Culture; by Sidney Brien, President, Organization Advancement Associates, Inc., Miami Beach, Florida
- 2) Email from Donna Shaw to Robert Parcher dated January 8, 2004 RE: Commission Workshop Agenda.
- 3) Tourism and Cultural Development/Cultural Affairs Workshop PowerPoint Presentation Booklet dated January 8, 2004, by Donna Shaw, Department Director
AMS Facility Study
CAC Artstrust Study